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CIA CAREER COUNCIL

38th Meeting

Thursday, 10 January 1957

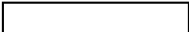
DCI Conference Room

Present

Harrison G. Reynolds
D/Pers, Chairman

Robert Amory, Jr.
DD/I, Member


25X1A9A


Acting DD/TR, Alternate for D/TR, Member

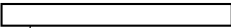
Richard Helms
COP-DD/P, Alternate for DD/P, Member

Lyman B. Kirkpatrick
IG, Member


H. Gates Lloyd
ADD/S, Alternate for DD/S, Member


D/CO, Member

25X1A9A


DD/Pers/PD, Executive Secretary

25X1A9A


Office of Personnel
Reporter

25X1A9A

25X1A9A

Guests

 FI Staff

CR
Mgmt Staff
t, C/A&E/TR

(Members of
(Fitness Report
(Task Force

*Also member of Fitness
Report Task Force

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. . . . The 38th meeting of the CIA Career Council convened at 3:00 p.m., Thursday, 10 January 1957, in the DCI Conference Room, with Mr. Harrison G. Reynolds presiding

MR. REYNOLDS: The meeting will please come to order.

25X1A9A

We welcome [] place as the Deputy Director of the Office of Training.

You have before you the minutes of the 37th meeting, for approval. Are there any comments, errors or omissions?

MR. KIRKPATRICK: In paragraph 6, Bob [Amory], the minutes read that

[] will be replaced eventually by [].

25X1A9A
25X1A9A

MR. AMORY: That is incorrect.

MR. KIRKPATRICK: I thought [] would be the representative of 25X1A9A

that Committee and he would be supported by [] 25X1A9A

25X1A9A [] To be supported by [] 25X1A9A

MR. KIRKPATRICK: Because we decided it was best not to have technicians on the Committee, just as backstoppers.

MR. REYNOLDS: Any further questions?

25X1

25X1A9A

[] Apropos of paragraph 6, the Notices - headquarters [] which are for the Director's signature, are on their way, gathering the necessary concurrences and signatures, and are on their way to the Director's office.

25X1 Regulation [] the headquarters regulation which the Council approved, is on its way to the DD/S for approval. The Language Committee is prepared to make a report two weeks from today. I think a great deal of progress has been made and we believe we can meet the deadline of 1 February, of having all the notices ready for publication then.

MR. REYNOLDS: If there are no errors or omissions, the minutes as reported here to you stand as read.

The Director has approved all the candidates we have recommended for the colleges, and we have an extra one for the National War College--which is [] 25X1A9A so there are three going to the National War College. We got an extra slot.

25X1A9A [] We were formally allotted three slots this time.

MR. KIRKPATRICK: Is this permanent?

25X1A9A

[] No, it's not permanent. [] says he still

25X1A9A

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hopes to get five, but the best he could do this year was three. The Armed Forces Staff College has given us an extra slot that somebody else didn't fill, so, in addition, [] will fill that one.

25X1A9A

MR. REYNOLDS: Items 2 and 3 on the agenda are stricken from today's activities, item 2 at the request of the DD/S, and item 3 at the request of the Chief of Operations, DD/P.

MR. KIRKPATRICK: Are they going to raise their ugly head again?

MR. REYNOLDS: Not if the Deputy Director of Support can prevent item 2 from ever again being raised. He thinks it's working out without papers.

MR. KIRKPATRICK: I have two pages, single-spaced, about our thoughts-- if it's going to come up again.

MR. REYNOLDS: Would you deep-freeze those?

MR. AMORY: In other words, we live from hand to mouth on this?

MR. REYNOLDS: That is what Red would like to do, because he says he thinks we can work it out that way, and he'd rather not have it snarled up--because you're in the middle, Bob, and the DD/S and the DD/P are at opposite poles.

25X1A9A

[] It's a problem between the DD/S and the DD/P. The DD/I is not particularly involved.

MR. REYNOLDS: Item 3 will be postponed until the meeting of the 22nd.

MR. KIRKPATRICK: The Biographic Profile?

25X1A9A

[] Yes - but the DD/P is not ready to discuss it.

MR. KIRKPATRICK: Before you surface it again, will you kindly delete the sentence: "It is estimated that Profiles for all personnel will be completed by 31 December 1958." I don't see why we should make a commitment like that in a notice.

MR. REYNOLDS: All right.

Now, item 4 on the agenda - "Emergency Travel Insurance." I will read you a short memorandum from [] President of the GEHA Board of Directors, dated 4 January 1957. [Reading]

25X1A9A

"1. This is to advise you on this date the GEHA Board of Directors passed a resolution authorizing me as President to complete arrangements for the issuance of emergency travel insurance.

"2. Basic outline of this insurance was distributed by you with the original agenda. You are hereby requested to advise the Council this insurance will be available as soon as suitable administrative arrangements can be completed."

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MR. REYNOLDS (Continuing): There is a PS on this memo: "Arrangements have already been completed" - 10 January 1957. So that insurance is now available.

25X1A9A

[]: From GEHA?

25X1A9A

[] It's exactly the same program but GEHA is now ready to administer it, and the company is completely unwitting. The company does not audit the claims and never knows who is paid.

25X1A9A

[] But for the same rates?

MR. REYNOLDS: Yes, the same rates. They take our word for everything, including the type of loss or whatever it is. We simply report by number and amount.

25X1A9A

[] So the individual takes it out with GEHA?

MR. REYNOLDS: That is right.

MR. KIRKPATRICK: What about the insurance company here? Is that the same one that submitted the proposal to us?

25X1A9A

[] Yes. It's not [] it's a group of about 25 who secured their underwriting from a foreign source.

25X1A5A1

25X1A9A

[] [] handles it, isn't that

25X1A5A1

right? But the company doesn't even know from what area of the world the travel originates. So it's completely "security safe."

MR. REYNOLDS: I'd like a vote of approval from this Council for this action.

MR. LLOYD: Move it.

. . . This motion was then seconded and passed . . .

MR. AMORY: I have a question that I think is related to this. Let me put it this way, does the availability of this insurance mean that appropriate officials will not grant emergency orders home for consultation--

MR. KIRKPATRICK: Frequently frowned upon.

. . . Off the record . . .

MR. AMORY: I'd like to make one comment [with reference to the Emergency Travel Insurance], that because of the age of parents--in the upper age bracket--they would be eliminated, unfortunately. But I realize you can't underwrite 99 year old parents.

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25X1A9A [] If you have already entered the parents before they reach the age of 70, you can continue them indefinitely - until they're 99. Isn't that correct, John?

25X1A9A [] Yes.

MR. REYNOLDS: We will now go to item 5 of the agenda. We have []. 25X1A9A

25X1A9A [] with us, from the Office of Training. Will you address yourself to this, please?

MR. HELMS: Mr. Chairman, before he starts on that may I ask how you intend to handle the discussion of this Fitness Report? The reason I ask is that I took up this whole matter in the staff meeting this morning and got some views from various members of the Clandestine Services about the whole Fitness Report form idea, and I was wondering when the appropriate time would be for me to repeat some of these ideas-- before [] starts, or is this dissertation, in other words, going to be entirely directed to the form and certain items in it so it sort of obviates a general discussion of the problem.

25X1A9A MR. REYNOLDS: [] would you prefer to have Mr. Helms make his comments now?

25X1A9A [] I would prefer, if you don't mind, for him to speak after this problem has been put in context, to see the relevance and to see if you wish to go further.

Just last Monday I was asked by a senior official in this Agency what I thought of the Fitness Report. I was feeling very honest at the moment, so I said, well, I thought the present one was about 5% better than the previous one, and that left us just about 90% room for further improvement. And I think this is just about the size of it when you consider a single Fitness Report.

Before discussing these suggested changes let me put this into context. The general plan and proposal we're operating under--with the blessing, we thought, of the Career Council last year--was that when we first put the report into operation, to leave it sit for about a year. I think there are many, many reasons why we don't want to change these things too often. One is the confusion, and secondly the changes need to have the participation of as many people as we can get in the Agency both from the user point of view and the rater point of view, so that everybody understands why the changes were made. After a year--which is just now up--it had been our plan, and still is our plan, to do three kinds of research. One is to go back to the consumers

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or users of the report, who, in general, are the personnel people and the Career Service Boards, and sit with them the way we did last year to get all the suggestions that we possibly can. Last year we didn't do one thing which I had very much hoped to do and that was to get more information from people that are farther down the line, who have to fill it out, so that we can obviate some of the misunderstandings that sometimes occur after we put out the report. I think some of the questions that are coming up today and on which we are proposing some revision, would have been obviated if we had had time to do that particular step. The third type of research is of a statistical nature, that we accumulate reports over the year in our office, and we are just now beginning to tally the results to see how people are using the different sections and then this gives us a basis for making some suggestions which are concrete and basic, which can then be reviewed by all the senior people and we can plan an educational or training program, or whatever you wish to call it.

It became evident that because of the lack of a try-out there was one particular part of this scale that was very weak. This was the scale on potential for supervision. We got many, many questions, and we took a sampling of the reports out and found that people were filling them in in a wide variety of manners, and we are getting many, many "omits." This fact made us very sympathetic when the Career Council suggested that we look at this. Now I'm hoping that this would be the only major change that would be considered at this time, and that we can then go ahead with this plan and come up say in September with a very full report on all the data we have been able to accumulate, and at that time consider whether a more radical revision should be made. As long as we were tampering with the report and as long as it was just about time for a re-print we did consider some other changes that we think are relatively minor. And what I would like to request of the Council would be to consider each change as we go through it and either approve it or not approve it, and that then we could go ahead and have a very quick dry run and be ready to re-print the form within 30 days.

25X1A9A ☐ We have to re-print the form anyway. In other words, do we re-print it with revision or without revision. That is one of the issues.

MR. REYNOLDS: Dick, would you like to comment now?

MR. HELMS: In other words, this research is going to go on until September-- this exercise will go on until then?

25X1A9A ☐ In September we would have a full scale proposal based on

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these three types of research, and at that time the question would be wide open as to whether we want this type of a report, or any report, on the basis of information we have been able to assemble.

MR. HEIMS: So we can make certain changes now but in September the whole thing will be wide open.

25X1A9A [] In September there would be a much better basis for a mature and considered decision than now.

25X1A9A [] Let's start at the top of the Fitness Report form and go down. The first arrow on the form refers to the addition of a serial number. I think the reason for this addition is clear to everybody. We are getting big enough now that we have so many John Joneses that we have to use birth dates to keep them separate. So if we can get them firmly identified with a serial number, everybody will feel more secure.

25X1A9A [] It's purely an administrative type of change that wouldn't affect the user. It refers to the subject of the report.

MR. AMORY: Would that be the same as the badge number?

25X1A9A [] No. But everybody does have a personnel number right now. It's necessary to handle the machine records system of personnel records, and this will facilitate the administrative machinery of handling Fitness Reports, by having the number on the report.

25X1A9A [] Would you care to react to each item as I go along?

MR. LLOYD: Who would put on that number?

25X1A9A [] The Office of Personnel.

MR. REYNOLDS: They get that number on their machine records.

25X1A9A [], we will assume these changes are agreeable, unless there is some strenuous objection.

25X1A9A []: The second arrow refers to splitting item 9 into 9A and 9B. Formerly it was just for the period covered by this report, but sometimes that period was so radically different from the time the supervisor knew him, that we wish to have this in [9B] to better interpret the report--how long has this man known him.

25X1A9A []: This same item is in Part II - POTENTIAL, and we're adding it to Part I to make it consistent.

25X1A9A []: The third arrow refers to a little more systematic information from the reviewing official. I think this matter of how these reports should

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be reviewed is one of the more serious problems that face us in the coming years, to try to develop the right kind of policy. This particular section has been used so differently by people that we thought we would like to put in one standard item and then encourage him [the rater] to add to that.

MR. AMORY: This is an improvement. There are times when you don't want to put in a long exegesis on the thing but you do want to indicate your bias would be upward or downward.

25X1A9A [] At the moment there is no machinery for doing that.

MR. AMORY: Couldn't there be a box to check when there is no appropriate reviewing official? I have to put that in. For a guy that works on my staff it isn't fair for General Cabell to have to review the report - he doesn't see enough of his work. The same goes for the people under me. I know the line directors one removed from me, but a guy that is a pure office boy or executive secretary to a guy--

MR. REYNOLDS: Then that would be No. 5 here under item 2: "No appropriate reviewing official."

25X1A9A []: I thought it should be permissive to explain in what respect we would rate him higher or lower. I do it by memorandum now.

25X1A9A []: The next box is for that [2.A].

MR. AMORY: This doesn't prevent you from writing a thousand-word essay on the guy, if you like.

MR. REYNOLDS: Wouldn't you say - "see 2.A, below"?

25X1A9A [] Yes.

MR. REYNOLDS: Any further comments on the third suggested change?

25X1A9A [] We will add to item 2, then, a 5th box: "No appropriate reviewing official."

25X1A9A [] Section C - Job Performance Evaluation [the fourth arrow] has been cleaned up a little so as to make clear in the first item when we say "he is incompetent" we mean "for the current job," because the supervisor is not in a position to know whether he would be incompetent in some other position.

MR. HEIMS: I realize this is probably not the time to raise this question-- and I will see that it IS raised in the September exercise--but I think there are too many of these distinctions. I think maybe we can cut out a couple of them. Because in all the ones I've seen, 5 and 6 are about the only ones that are ever used, and possibly 4, but never the others.

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25X1A9A []: This is the type of thing we will have information on and recommendations concerning this matter.

The only other change in this scale is that we have added to item 2 there - "barely adequate in performance" - Although he HAS - HAS NOT had specific guidance or training he often fails to carry out responsibilities - just as a means for a little further clarification of number 2.

25X1A9A [] If we're going to continue item 5 here [A fine performance: carries out many of his responsibilities exceptionally well], I would like to change the word "many" to "most" - because 5 is so often near the top that it ought to be "most" instead of "many."

MR. HELMS: Yes, that's all right.

25X1A9A [] The next arrow [fifth] is on the bottom of the next page-- Suitability for current job in organization. Here we were caught in a logical inconsistency because of the way this scale was developed, and there was some confusion as to whether it referred to organization or current job. We've cleaned it up throughout, in order to make it refer to current job.

MR. AMORY: Isn't Section D entirely repetitive of what we were just talking about?

25X1A9A [] This is the summation of all of them.

25X1A9A [] The first one concerns job performance alone, regardless of the circumstances that surround his work. For example, a person may be a very disruptive influence in your office but he may be a very highly productive person, so you rate him high on his performance but considering the disruptive influence thing you may not consider him as desirable as his great productivity might tend to make one believe.

25X1A9A MR. HELMS: [], if you were sitting with me when I was filling these things out, I would make them out twice as fast.

25X1A9A []: I'd be happy to come over and try.
Your remark [indicating Helms] leads me to ask for about thirty seconds of the Council's time. I feel and have felt for a long time that if we could have a short training course where somebody could go and really find out how to do this and, whether he wants to adopt it or not, at least he can get expert advice.

MR. KIRKPATRICK: How to do what?

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25X1A9A []: How to use and make out this report.

MR. KIRKPATRICK: Why doesn't the Office of Training put it in their Basic Management Course and catch them at that level?

25X1A9A [] I'd like to go one step further--and I know you won't buy it--that nobody be allowed to rate anybody until he had done this.

MR. HELMS: How right you were!

MR. KIRKPATRICK: You G-2ed that perfectly.

25X1A9A []: I'd like to say that that is one of the problems we are concerned with in this overall survey.

MR. KIRKPATRICK: Yes, Ed, but the basic problem is that we assume we are getting to the stage now where most of our supervisors are rather intelligent people who do have supervisory ability, so it seems to me it is more criticism of the form than the supervisor if he has difficulty rating it. To be perfectly honest, I'd much rather write a narrative rating of the individual than cope with this, because I always feel this is more of a psychological assessment of me than of the person being rated.

25X1A9A [] that is what I am holding back until September! [Laughter]
[]: I think I can reassure you on that point, that in September I really will have the evidence, I think.

On the next page - Part II - POTENTIAL, we have already considered the first two arrows there [sixth and seventh], so we get down to what really is the major item [eighth], and here I'd like to just make two comments before you take them up. One is that we had been working on this because we felt it was bound to come up, and if it didn't ever come up we still wanted to have a better form to propose next September.

The second comment is that we tried several varieties that looked more like the one that was in the present form, and some of these varieties were submitted to the Task Force--these gentlemen sitting here. They liked the one we have so much better that we are not even boring you with the other ones, which were much more complex and cumbersome - to our minds--to mine, at least--this is the one to be preferred and the most simple.

25X1A9A [] May I ask a question? What is the purpose of putting a space here for "such as" - when you've got "for example" in parentheses underneath?

25X1A9A [], would you like to answer that one, since you
and []-

25X1A9A

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25X1A9A []: Because of the wide variety of jobs in the organization, when you are talking about a person's potential if you can talk specifically about a certain kind of job it makes that much more sense.

25X1A9A []: And ignore the parentheses in certain cases?

25X1A9A []: That is correct.

[] You could do this without the parentheses. You could take the parentheses out, since you're asking the individual to specify the type of situation.

MR. KIRKPATRICK: I think the parentheses are valuable, however.

25X1A9A []: The parentheses are there to indicate these are examples and not exhaustive.

25X1A9A []: I had another question. Why isn't item 2 under Section F provided with the same sort of thing as item 2 under Section B in Part I?

[]: For the reviewing official?

25X1A9A []: That was a sheer oversight. It should have gone in there. We should have the same thing there for the reviewing official.

25X1A9A []: The reviewing official was a little bit overlooked [in drawing up the original form] at the beginning. Perhaps I am more responsible for that than anyone else primarily on the basis that in this Agency there are so many reviewing officials that do not know the subordinate one step removed very well - they don't see him enough, and therefore we felt the reviewer's main function was to see to it that his subordinates were going about their rating consistent with the regulation, and therefore we hadn't put it in Part II very deliberately. But since we have it in Part I, I think it would be desirable to find room for it in Part II if we can.

MR. HELMS: May I ask a question? According to the directions here you have to fill out each of the following supervisory situations, but it seems to me in the Agency in the lower categories there are literally hundreds of people whom you couldn't possibly rate on some of these things because they would never be in that position ever ever.

25X1A9A []: If you look at the rating numbers there - "x" says: "have no opinion."

MR. HELMS: That is a little bit misleading. Couldn't we change the wording?

25X1A9A []: Put in "NA".

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25X1A9A []: "NA" would be all right. We do want the person to say he just doesn't know, although it may be applicable. "Have no opinion" or "NA."

25X1A9A []: "x" - "Have no opinion" or "NA" - not applicable.

MR. KIRKPATRICK: Now, just one question. What sort of a group do you have in mind in your third category down: Directing a group, who may or may not be supervisors, which is responsible for major plans, organization and policy.

25X1A9A []: Staff operation. For instance, mine, I believe, would be a staff operation.

25X1A9A []: Where they are all planners and there are no supervisors.

25X1A9A []: Then the last change [ninth] on the top of the next page, and it simply elaborates the directions in the hope we can get more of a narrative, which some people desire to see more of.

MR. REYNOLDS: Any comments?

I would think the Task Force members should make statements, if they will, as to whether they had any additional comments they wanted to make.

25X1A9A []: I'd like to ask if any consideration was given to Section I? Some of these things are a little confusing to me.

25X1A9A []: This is the one where we would like to present evidence in September as to how people are using them.

25X1A9A []: One of them here is "is security conscious." Everybody is, except a few, and if they're not you take action against them. So that seems superfluous. Also, "is observant." The most important one, I think, is "Implements decisions regardless of own feelings." It seems to me there ought to be categories of weight here--he thinks analytically and he thinks clearly - there may be a distinction there.

25X1A9A []: It's the way these are used that will give you the cue. You will remember last year some evidence that I presented, that out of the first 50 reports we had 50 suggestions for additions. I think when we look at the data to see actually how the raters at various levels are using them this gives us our strongest tip-off as to which ones we ought to revise, and then see if we can really define it better.

MR. KIRKPATRICK: I wonder how accurate that tip-off is going to be, because, for example, when I do that part I try to be conscientious about the numbers I put in; but, on the other hand, I am also pretty careful as to how many 5's I put

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in on any person, because I am one of those nasty persons that doesn't believe anybody is perfect.

25X1A9A [] I think I can present some data which will show some difference between these.

25X1A9A []: [] to [] Isn't it your policy that there is nothing to be ashamed of in being an average person around here?

25X1A9A [] Yes, in line with []'s "Eternal Vigilance" paper.

MR. KIRKPATRICK: But if you look at some things people fill out you would think we have an Agency of paragons - they do everything.

MR. AMORY: What do you mean by outstanding - the top 1%? The way I look at it, with having five categories, the top 20% deserve rating 5.

MR. KIRKPATRICK: Maybe what I am looking for is some guidance as to how many 5's you give, or 4's.

25X1A9A [] Or whether 5 means the top 20% or the top 1% - that factor. []: We're not quite as bad as the Navy - in one exercise 90% of their people were in the top 10% of their rating scale. So 90% of their officers were in that top 10%.

MR. AMORY: On the last one I filled out it said of the officers you have known of the same age, experience and grade, where would you place him?

25X1A9A [] I think they still use it.

MR. REYNOLDS: And the one I liked - would I accept him or not want him-- which is the one I always liked.

25X1A9A [] You will note the major revisions follow this slant of asking whether you would assign the man, which is somewhat the same philosophy.

MR. REYNOLDS: Any further questions?

MR. HELMS: Just an editing knit-pick. I think we might spell "preceding" right - on the top of the last page there.

MR. REYNOLDS: Are there any comments to be made by the members of the Task Force?

John? You feel strongly about a lot of this.

25X1A9A [] I would, with your invitation. I have a question first. Is it understood you want the Task Force to continue as is?

MR. REYNOLDS: Yes.

MR. KIRKPATRICK: I should think, Harry, if we could devote the last of

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this meeting to hearing from the members of the Task Force, and then from us, it will be better geared up.

25X1A9A

I'd like to talk to you for a very few minutes about this matter because it will be a guidance to what you will expect of me as a member of the Task Force. But I don't set forth this point of view from that angle alone, nor do I set it forth to add to what Ed has said, that maybe we've added 5% to something which he values as a 5% thing, with 90% to go. I agree, but I am not saying what I've got to say to buttress him, but, rather, I have two points. No. 1, I have felt strongly about this whole matter for many years, and in particular since I've been here. This feeling has been further strengthened by the Director's own New Year or Christmas message wherein, in second position, he has said to us, the supervisors of the Agency--and in particular to the seniors--he wants us to raise the competency of the Agency. That means to me that I raise the competency of the Management Staff. This whole matter--I feel very strongly--is perhaps the most important matter that you men could worry about. Herein lies our No. 1 asset--this asset being people--and we handle them badly. We all need much more explicit guidance in how to handle people, and this is a focal point in connection with that guidance. I think that you could properly, as the senior policy group of the Agency, require--with a capital R--your Task Force, being the focal group dealing with this, to come up with some \$64 dollar answers--and we haven't touched them yet.

Now, to come to grips with it, I would suggest to you that this whole matter is a terrifically complex one in which there has been varying degrees of progress all over the United States, and some people have done far better with it than others. It's not too difficult to find out what they have done, and I have fully and thoroughly and completely in mind that one does not take what somebody else has done but one deals with principle and learns from bad and good experience elsewhere. And I know it has been done better elsewhere than we do it here, and in some places better than it has been done by the majority of people dealing with this in the United States.

So I suggest to you, then, first, that this is a heck of a complex matter and that our only obligation here--yours--is to insist we move forward, and whether or not we hold up the printing of forms just because we have a date in front of us and don't want to make a change because it might stop us from doing that--this is ridiculous--if we need a change, let's make it - let's move forward. And I'm

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asking you to put the bee - the iron - on the Task Force in terms of moving forward to bring up to you constructive changes, and let's put them into effect, if you will buy them. What better economy is it to waste \$50 with a fewer number of forms, thereby giving us a chance to make another change. The more we change--I'll exaggerate now--the more we change the more do we direct attention to this important matter. That was an exaggeration, so don't quarrel with me.

Next, in terms of complexities for ourselves, aside from the fact the subject is complex, is the fact of disparate jobs around this company of ours. I have never seen a place where they are so varied, where the demands are so different, where the descriptions are so different, where there are so many different ones. All right, that adds to the complexities and just makes the job a little harder - so what? And now I'm beginning to hit into what is important--I'll say, relatively, what is MORE important--the development of competence criteria - we haven't touched it. One of you--I think it was Bob Amory--said words that fall into my lap. I think that I as a supervisor, and hence you as a supervisor, ought to come out with one word about a guy and not 29 - what the Director is interested in and what you are interested in: Is the guy on the make? Is he just an "also ran" or, after you have trained him, is he meeting the standards we want to have the Agency move forward to? There are three. Why shouldn't you require me as a supervisor to tell you that I've got "x" number of "plus" people--and I'll give you the definition of "plus" people--how many "average" people, after you've trained them, and how many "average-minus" people or "less than average-minus" and then you can ask me: Where the hell are you going with the Management Staff with that kind of set-up? In other words, let us not make our end product too complex so we can't assess what we have got and put the heat on getting better.

Next, the whole matter of protection of these Fitness Reports. The reason you get 4's and 5's and the reason you don't get the truth is because the supervisor doesn't have confidence in the protection of what he says, and that is not solely the Office of Personnel's responsibility. They are aware of this and they are trying to correct it, but it's the responsibility of thee and me, too. When we ask for a Fitness Report, who sees it? Anybody that wants to. How do we control it? So it's between the Office of Personnel to tighten itself up so that only authorized people get these things, and so that the whole supervisory group knows that and believes in it, and has faith in it, and then it's up to the offices to recognize this principle and protect these things. Until that is done and accepted you won't

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get truth, and until you get truth you can't move ahead, because with our ceiling position the only way we are going to move ahead is to move out the drones to make room on the T/O's for potentially better people, and if we don't move out the drones we are standing still or slipping back. I visualize any company--and in particular this one--is not too unanalogous to a guy rowing a rowboat. Unless he rows better than the other people in the river, he is falling behind, and in our company here we can't afford to go down the river too far. End of story.

MR. REYNOLDS: Any comments by the other members of the Task Force?

25X1A9A

[] I have nothing to add. I agree it is a complex problem.

MR. REYNOLDS: Dick, would you care to make any comments now?

MR. HELMS: I will be very brief. One of the things I would much appreciate the Task Force taking a hard look at is making the narrative report--which is now permissive for 16's and above--apply farther down the line. I don't know whether this is a good idea or a bad one - I have no judgment in the matter, but it has been raised and I do think it deserves a good look, because it was the sense of the meeting this morning that if one were to list a series of points that you wanted the supervisor to touch on in a narrative report, that that was a more useful document when the fellow was going to a new station or being recruited by another Division than the Fitness Report in its present form. I don't know whether this is true or not. I simply raise it as something maybe worth looking at, maybe for the 12's and above, or the 13's and above.

The other thing is much more minor--I've already touched on it here--and that is in filling this form out almost everybody felt there were too many alternatives given, and that really when they looked at it there weren't too many things here that they cared a lot about, and that when you had six things above average, etc., he was either sort of gray or black - unless he was absolutely no good, and in that event you didn't need to go through the whole routine of filling out the report in detail.

So I think what it comes down to when summarized is a more simplified form than this one. And the other question I raise, without any specific recommendation at all, is the desirability of having a narrative-type report.

25X1A9A [] Could I ask a question, as a member of the Task Force, for

25X1A9A guidance? My question stems from remarks which both [] and Mr. Helms have

25X1A9A made. [] addressed himself to the extreme complexity of our situation and the great diversity of jobs, and Mr. Helms suggests a different kind of report for

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the higher group of people. The Council last year decided that there should be only one Fitness Report form in the Agency. There is opportunity and legitimate room for discussion, at least, of more than one. For example, at the one year point-- what shall I call it?--at the just prior to the end of the probationary period - the first year on duty--a number of specific questions need to be answered to determine whether that individual will be on the rolls one minute past midnight on the one year anniversary of his E.O.D. At the three-year point another kind of data might be appropriate, which has to do with membership in the Career Staff. But after a man has been here for twenty years maybe what you asked at the end of the first year and what you opine at the end of the third year, is no longer appropriate in the 20th year. That is one possibility.

Now my question--for guidance--is it a closed book that we should have only one report or would you like the Task Force to consider the possibility of adapting the evaluation system to the complexity of our Agency?

MR. HELMS: I think those questions--at least as far as I am concerned-- the Task Force is going to rip this open, and anything comes under review that makes any sense at all. I would certainly think it was desirable to look at that, anyway.

We have gone through this thing twice--Kirk and I have, and []--and as John [] says, I don't see a bit of harm in constantly reviewing this process. We have to struggle until we get something we like, and it doesn't make much difference how long it takes or the work that is involved.

MR. KIRKPATRICK: Incidentally--to go back to your proposal, Rud, about being exposed to training on it--there is an area where those of us as reviewing officials can go back and make sure that the supervisors know how to do it. I think if the echelons work that way, you will find this will improve very fast, and then if the Basic Management Course hits them - we should soon have the problem licked.

[] If reviewing officials will discuss this with the raters and point out how the rater has missed a significant aspect of it--if he has--or how he is good or bad in the way he rates.

MR. KIRKPATRICK: But I want to second Dick's point completely. I'd like to see narrative descriptions as a substitute available at any time for the Fitness Report. That might not satisfy you for research purposes, Ed, but I think a narrative description based on "Please cover the following points: What is his personality? What is his job competence? Is he dedicated to his work?" - and so on down the line - "just cover these points and say it in your own words."

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25X1A9A [] We could have such a provision as: "This narrative evaluation is submitted in place of filling out the form" - for anybody. If it's more appropriate for a narrative type, then do it that way. That is a possibility.

25X1A9A MR. HELMS: I see the narrative is helping out a great deal on one of the points [] made, which is complexity - because we have a very unique Agency. There are all kinds of fellows - GS-13's - who have varying degrees of ability. One has had one year's experience, another five years and another seven. You know there are certain techniques this fellow is good on. Well, it is much more helpful to the fellow who is to get him next to know that he is short on this and long on that, than to find it all out for himself. That is made possible in the narrative much better than on a form.

25X1A9A [] May I make one point? I'm just listening here, and I'm sure we will take all of these comments to heart in the way we try to plan to do this. But I would like to be very explicit on this point, that the research we do is to get another form. We are not doing one single bit of research on this form that is for research only. This is in the interest of developing for the Agency the best type of information we can get. I want to make that very clear.

MR. REYNOLDS: Any further comments?

25X1A9A

25X1A9A [] As to the action on this now. I propose to meet with [] tomorrow, John, and translate what the Council has done into a draft. We will then, within a week, I believe [] has promised we can have a run of about 200 copies--

25X1A9A

25X1A9A MR. HELMS: Why not go ahead and print it?

[]: May I go on for just one second? The Task Force agreed that they would try a trial run with 30 people, ten selected people from the DD/I, DD/S and DD/P to see if there are any further bugs in here in actually working it out. After that had been done we could then have this printed and in effect by the end of February.

MR. KIRKPATRICK: That is up to the Task Force. The Council approved this form now, and unless you come up with a major bug we won't see it again until September.

MR. REYNOLDS: If there is no further business to come before this meeting, the meeting stands adjourned.

. . . The meeting adjourned at 4:00 p.m. . . .

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